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ICS-3762-88

23 June 1988

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: Lieutenant General Edward J. Heinz, USAF
Director, Intelligence Community Staff

SUBJECT: Project Status: Improving the Top-level Requirements and Evaluation Process []

REFERENCES: A. DDCI Note Annotated on 8 June 1988 Monthly Report of the Requirements and Evaluation Office (REO) []

B. DDR&E/ICS Memorandum to DDR&E Ad Hoc Steering Group, Subject: "The Intelligence Requirements Business: A Status Report," dated 19 May 1988, []

1. This memorandum responds to your referenced note which asked, "What is under way on the macroeffort to bring coherence to the many sets of requirements and measure gaps?" []

2. We have not lost sight of this objective, even though we have been busy and preoccupied with other concerns over the last five months. As we have been able to clear away various pieces of work, we are refocusing our attention back on this topic. In any case, our effort essentially has been to implement the Strategic Plan along two tracks: one with the Intelligence Community and one with the Intelligence Community Staff (ICS). []

3. Within the Intelligence Community, our work so far has been to set the stage for a complete reexamination, leading to improvements. To this end, we sent out last month a copy of a report by two senior ICS officers- [] entitled, "The Intelligence Requirements Business: A Status Report." A copy of the memorandum is attached; we sent you a copy of this report in late 1987. []

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4. Here at the Intelligence Community Staff, where major aspects of our efforts have been occurring, we are resurrecting our effort on the basis of the following earlier work:

- o Several successive drafts of comprehensive proposals to modernize the top-level (i.e., between the policymaker, analyst, and collector) of the existing sets of requirements. The most recent proposal addresses the following:
 - First principles for intelligence requirements and evaluation.
 - Coherent process for linking requirements and evaluation activities:
 - More active involvement of US civilian and military leadership in the process.
 - Better use of requirements and gaps in the process for justifying to the Administration and before Congress our needs for budgetary growth.
 - On-going policy actions that require near-term intelligence specially tailored to support US leadership decisions.
 - Long-term objectives of the US National Security Strategy that require continuing expertise to support future policy actions.
- o An approach to integrate the National Intelligence Topics (NITs), the Foreign Intelligence Requirements Categories and Priorities (FIRCAP), and the Compendium of Future Intelligence Requirements (COFIR) and to index these requirements to the "Policy Guidance" described above.
- o A data base, indexed to the integrated top-level requirements described above, for maintaining an inventory of key intelligence gaps for use in evaluating and justifying future intelligence capability needs.

These draft proposals, to be candid, ran into heavy criticism and some resistance here at the Intelligence Community Staff. Before we could engage the substance--and resolve the concerns and problems--other subjects demanded our attention. Further, it is unclear that all of these ideas will remain in our final proposal as we proceed. []

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5. The approach we are using is to have a senior intelligence officer, [redacted] assess the existing process, prepare a detailed proposal for improving the top-level portion under DCI control, and acquire Intelligence Community coordination of a plan to implement the proposal. This latter step will be painful and could be slow, but we will try to proceed speedily. Our goal, at present, is to have the package ready for your review this Autumn. This package will address: (1) what is wrong with the existing process and needs to be fixed, (2) the proposed solutions together with a plan for their implementation (e.g., coordination by the National Foreign Intelligence Council and endorsement by the SIG-I Committee on Requirements and Priorities), and (3) the recommended actions for your approval. [redacted]

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6. If you have any reactions to this memorandum, or any guidance, please let me know. [redacted]

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[redacted]

Edward J. Heinz
Lieutenant General, USAF

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Attachment:
As stated

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DCI/ICS/REO, (22 June 1988)

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